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OPENING REMARKS by the
DIRECTOR OF TRAINING

at the

TENTH AGENCY ORIENTATION COURSE

. . . It is a training program conducted by the Office of Training assisted and participated in by officers both within the Agency and outside the Agency. The purpose of the program, like all training programs, is to increase the production and efficiency of the intelligence family through adding to the effectiveness of the individual in his present or projected assignment.

One of General Smith's greatest contributions to the growth and development of the Central Intelligence Agency is in my mind his ever increasing insistence upon the selectivity of incoming individuals to CIA. The rapid growth of CIA in 1951 was a mixed blessing and I think in 1952 that General Smith realized the large numbers of people that became employees of CIA did not add to the standards that he insisted upon. The personnel ceiling which he imposed himself in CIA was merely an effort on his part to insist upon even higher standards. His personal interest in the Junior Officer Trainee Program is another evidence of his insistence on selectivity.

The whole concept of the career service program, which was General Smith's idea and which he carefully nurtured and developed, has to do with the selectivity of the individual and his subsequent training. The processes of selection don't end with initial selection. Selectivity means selecting the right person for the right job. The right person is a qualified person and a qualified person is a trained person. The trained employee of CIA is a rather unusual individual. All employees of CIA are expected to have those qualities of character, of the mental background, the educational

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background, the moral background that all employers are looking for.

But the employee of CIA must have more than that. In addition the employees of the so-called overt offices usually bring with them some discipline whether it be in the field of medicine or economics or engineering or science or just good stenographic skills. The employees of the so-called clandestine services acquire their tradecraft, training, after they come to CIA. All employees of CIA, regardless of where they are in the organizational chart, to be effective must be intelligence officers. This is a large training job; but in spite of the fact that under Public Law 110 this organization enjoys the widest opportunities for training, I think that our organization is less training conscious than any organization in government. Many of you who I see in uniform and many of us who are in civilian clothes have had experience with military training, military life. We know that there are really only two times in our military career when we are not in training--one when we're in combat and the other when we have a hitch in the Pentagon.

This is a training course. To some of you it will be the first training course that you've had. It has three main objectives. For the incoming officer of CIA of which there are approximately 40 per cent of you in the audience--when I say incoming, those of you who have been in CIA less than six months--I hope this will serve a most important service. You have come into CIA, many of you, as accountants, as auditors, as contact field specialists, as architects, as lawyers, as doctors of medicine, doctors of law, doctors of science, doctors of philosophy. Your effectiveness, regardless of what you have come to the Agency with, your effectiveness in CIA will

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depend upon how quickly you become aware of the importance of the fact that you are intelligence officers.

For those of you who have been in CIA the two years that are required by our regulation for you for attendance at this course, this course will serve another useful purpose. It will serve to relate the assignment that you have been holding with other assignments with CIA which you may not have become familiar with because of the need-to-know basis.

Loyalty to your section, to your branch, to your division, and to your office is a fine thing. Without that it is very doubtful that you would ever be loyal to CIA or effectively loyal to your government. I would like to have you consider, however, the importance of that loyalty being an informed loyalty. By that I mean relating the job that you're proud of with the job of the person sitting next to you or in the next office, and relating our total effort to the intelligence picture.

For all of us there is a third purpose of the course, and that is, if you are not now supervisors, you will shortly become supervisors. Many of you are supervisors over hundreds. There is no good substitute for on-the-job training. All that the Office of Training does to help you plan for your career is to assist the job of on-the-job training. All of you have supervisory responsibility or will have. It is hoped that when you go back to your sections, your divisions, your branches, your offices, you will accept the responsibility of supervisors of giving your employees and officers the benefits you have derived from this course.

About fifteen months ago Gen. Smith and I had a discussion about the program of the Fourth or Fifth Orientation Course (I'm not sure which one). We both thought that there was a spot on the program which should be filled

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by a representative of the IAC, and we played it pretty carefully. It was important that the first representative of the IAC be familiar with and friendly to the responsibilities of the Central Intelligence Agency. When I asked General Smith who should kick off the program representing the IAC there was no hesitation. He said, which he could say as a general, "Get Cabell."

The next speaker, ladies and gentlemen, is Lt. General Cabell, the Deputy Director of Central Intelligence.

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